

The Deputy Director
Central Intelligence Agency



Washington, D.C. 20505

28 DEC 1978

STATINTL

MEMO TO:

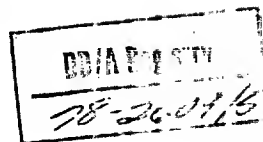


SUBJECT: Your 13 December Memo on Hiring and
Testing of Clerk-Stenographers

Thank you for bringing your concerns regarding the Agency's shorthand testing policies and practices to my attention. Jack Blake has informed me that as a result of your memoranda, an exhaustive review of these practices is now underway. I have also asked the Secretarial/Clerical MAG to look into this area.

75/ Frank C. Carlucci

Frank C. Carlucci



Personnel

DD/A Registry
File *Pr...*

STATINTL

Memo from [REDACTED]

John F. Blake
Deputy Director for Administration

DD/A 78-2609/4

Deputy Director of
Central Intelligence

Frank: STATINTL

In para. 2 [REDACTED] states that she has not received a reply to an earlier memo dated 29 June 1978. Attached, for your information, is a copy of the memo prepared by Fred Janney to you dated 14 July 1978. We presumed this information would be forwarded to her through your office, thus the Office of Personnel did not respond directly to her.

Her suggestion has brought about a major job on the part of the Office of Personnel in reviewing their testing and hiring procedures and in contact with Civil Service Commission as well as industry in an attempt to not only review and compare their procedures but to come up with new approaches as appropriate.

[REDACTED] is periodically contacted by the Suggestions Awards Committee people keeping her updated on the progress that is being made. In fact, in the past day or so she advised the Suggestions Committee that she was sending another memorandum to you and was advised of the exhaustive review that is being made.

STATINTL

Distribution:

Orig PRS -DDCI
1 -DDA Chrono
1 -DDA Subj
1 -JFB Chrono
1 -RFZ Chrono

STATINTL

EO/DDA; [REDACTED]; se 22 Dec 78

John F. Blake
Deputy Director
for
Administration

DD/A Registry
File *Pers*

STATINTL

Memo from [REDACTED]

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Central Intelligence

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Orig PRS -DDCI
1 -DDA Chrono
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1 -JFB Chrono
1 -RFZ Chrono

STATINTL

EO/DDA; [REDACTED] 22 Dec 78

John F. Blake
Deputy Director
for
Administration

TRANSMITTAL SLIP		DATE
TO: <i>DDA</i> <i>36</i>		
ROOM NO.	BUILDING	
REMARKS:		
<p><i>P/s send [REDACTED]</i></p> <p><i>Suggestion Awards,</i></p> <p><i>copy of DDCT NOTE</i></p> <p><i>done</i> <i>36</i></p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

STATINTL

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

14 JUL 1978

Plus 78-2137

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : [REDACTED] - Reinstatement
of Grade and Salary

1. [REDACTED]'s memorandum addressed to you and her suggestions to the Suggestion Awards Committee concerning the hiring of Clerk-Stenographers have been reviewed by the Office of Personnel. She has some interesting thoughts on our hiring procedures; however, some of the facts that she presents are not entirely correct.

2. When recruiting clerical personnel for the Agency, every applicant is required to sign a form entitled, "Employment Information Agreement" (see attached). This sheet clearly states that failure to meet skill requirements in shorthand will result in a reduction in grade and salary. It also informs applicants that their grade and salary will be restored if they qualify upon retesting within three months of their entrance on duty. [REDACTED] is in this three-month period, having entered on duty 15 May 1978. She has been retested one time since her entrance on duty and to date has failed to qualify on our shorthand exam. She is scheduled again on 18 July.

3. We do not accept certificates of proficiency from high schools, colleges or employment offices. Experience has shown that applicants who have passed shorthand tests at 80 words per minute administered on the outside do not meet the standards we have established for hiring Clerk-Stenographers for the Agency. We have purposely set our standards high in response to the Agency's desire to obtain employees who are superior to those acceptable by other government agencies or parts of private industry. It would not be equitable to other Agency employees if we were to honor [REDACTED] request that her Northern Virginia Community College test scores be used to restore her grade and salary.

4. Our applicants are not hired without knowledge of a possible downgrade. They are also afforded opportunities to take our shorthand test prior to their actual EOD. In the case of [REDACTED], our

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ADMINISTRATIVE -- INTERNAL USE ONLY

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before her entrance on duty 15 May 1978. In fact, we recall that she delayed establishing an entrance on duty date in hopes of passing the test prior to EOD.

5. The shorthand test we use was selected after a complete survey of available tests. It was chosen because its syllabic content reflected the level of difficulty of dictation in the Agency. Several weeks ago we were approached by two senior DDO secretaries who expressed their concern about the test on behalf of their directorate employees who had failed it. We suggested that they take the test themselves. They did, and passed it. They concluded that the test was fair, equitable, related to the work of the Agency and that any well-qualified stenographer should have no difficulty in passing it.

STATINTL

6. [REDACTED] memorandum addressed to the Suggestion Awards Committee has been forwarded to them for comments. We will look into the feasibility of incorporating any of her suggestions that might lead to better hiring procedures.

F. W. M. Janney

Attachment

Distribution:

- Orig - Adse.
- 1 - ER
- 2 - DDA
- 2 - D/Pers (1 w/held)
- 1 - DD/Pers/R&P
- 1 - C/SPD
- 2 - CSB (1 w/held)

STATINTL OP/SPD/CSB/[REDACTED]:map/2524 (13 July 1978)

ADMINISTRATIVE — INTERNAL USE ONLY

EMPLOYMENT INFORMATION AGREEMENT

Approved For Release 2001/05/01 : CIA-RDP81-00142R000400030030-5

After my discussion with the personnel representative, I acknowledge the existence of the following conditions of employment:

A. Qualifications:

- (1) I understand that, because of the time lapse between my applicant tests and my entrance on duty, I will be retested to determine (a) my typing skill if I am being considered for a position requiring typing, for which the minimum standard is 40 wpm with not more than two errors; (b) my stenographic skill, if I am being considered for a position requiring shorthand, for which the minimum standard is 80 wpm with not more than eight errors.
- (2) If, having been employed as a stenographer, I fail to meet the skill requirements in shorthand, I understand that I will be reclassified as a typist, at a reduction in grade and salary; if, having been employed as a stenographer or typist, I fail to meet the skill requirements in typing, I understand that I will be assigned to a clerical position probably with a reduction in grade and salary. I further understand that my original classification and salary will be restored if I qualify upon retesting of my skill(s) within 3 months of my entrance on duty, provided that my general performance is satisfactory.

B. Initial Placement:

I have had explained to me the operations of the Temporary Assignment Section of the Personnel Office where I will be administered the testing mentioned above; will be scheduled for medical examinations, security interviews, assignment interviews, and orientation lectures pending my specific job assignment.

C. Overseas Assignment:

I understand that if I am interested in overseas assignment and meet age (21), medical, and skill requirements, the location of any such assignment will be determined by the needs of the organization.

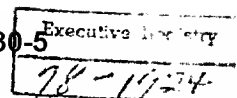
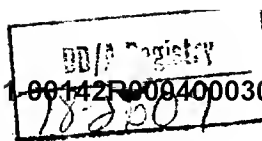
D. General:

I understand that any eventual assignment to a position of a professional nature, if I am qualified for such by specific education, training or experience, will depend upon the existence of a suitable vacancy and no promises to the contrary have been made to me.

STATINTL

Date:

Sept 30, 1977



29 June 1978

DD/A Registry

File *Personnel*

MEMORANDUM TO: Mr. Frank C. Carlucci
Deputy Director for Central Intelligence

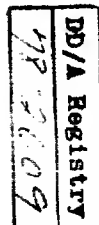
FROM: STATINTL [REDACTED] 3E05 Headquarters

SUBJECT: Suggestions Relating to Hiring of Clerk
Stenographers for Central Intelligence
Agency

1. The attached memorandum is respectfully submitted for your consideration. The suggestions contained therein are, I firmly believe, ones that can be of assistance both to the Central Intelligence Agency and to new employees.

2. I have taken the liberty of sending to you a copy of this memorandum in the hope that through your office, my personal rating and salary structure can be adjusted to overcome the adverse results of what I believe to be a misleading method of hiring clerk-stenographers for the CIA. I was hired as a clerk-stenographer, GS-05 at \$9,959 per annum. On the first day I reported for work, my salary was reduced by approximately \$1,000 per year because I failed to pass a three minute shorthand test which was stated to be at 80 words per minute.

3. In recent testing at Northern Virginia Community College, I passed a shorthand test of 90 words per minute and a typing test of 76 words per minute. The CIA's shorthand tests have a syllabic content far in excess of that being taught in high schools and colleges in this area, and the speed of 80 words per minute given at CIA with this syllabic content is equivalent to 100 - 120 words per minute tests given elsewhere. With this knowledge, I would not have had the Agency expend approximately \$2,000 for a security check and perhaps in excess of \$200 for a physical examination before I discovered the unreasonable type of shorthand test I was committed to pass before I could, in fact, retain my grade and salary.



4. I respectfully suggest that my credentials to perform the duties of a clerk-stenographer for the CIA, based upon my recent experience and academic accomplishments are above average. I request that Northern Virginia Community College test scores be accepted as qualifying me for the clerk-stenographer rating of GS-05 and that my salary be adjusted retroactively to that level from the date of my first employment with the CIA.

5. Thank you for any assistance which you might be able to render to me and to others who feel that those who hired us have been less than candid about requirements for clerk-stenographer positions and, upon reporting for work, have suffered immediate salary reductions.

STATINTL



DDA DISTRIBUTION:
ORIG - D/Pers
K-subj.

29 June 1978

MEMORANDUM TO: Suggestion Awards Committee

STATINTL FROM: [REDACTED] SECOM, 3E05 - Headquarters

SUBJECT: Hiring of Clerk-Stenographers and Typists

PROBLEM: The current policies and practices of the Central Intelligence Agency in hiring Clerk-Stenographers and Typists appears to be unduly expensive for the Agency and in some instances has created financial hardship and very low morale for new employees entering on duty.

BACKGROUND: The following information is based on my personal experience as a recently hired Clerk-Stenographer, but also includes experiences of others in the Agency with whom I have come in contact.

I have recently been hired as a Clerk-Stenographer ostensibly with a grade GS-05 - salary \$9,959 per annum. Before hiring me, the Agency made an extensive check of my background, gave me a thorough physical examination, and assigned an EOD date of 15 May 1978. Only then, after a considerable expenditure of funds was I given a shorthand test, reportedly 3 minutes of dictation at 80 words per minute with a given time limit of 15 minutes in which to transcribe it. I failed, despite the fact that I am an experienced stenographer and had recently completed a shorthand test at 90 words per minute, 3 minute duration with 3 errors at Northern Virginia Community College.

To my chagrin, the representative in the Personnel Office pushed a paper to me for signature stating that I would accept a Grade GS-04 rating which carried a salary decrease of approximately \$1000 less than I had originally agreed to work for. I at first declined to sign the statement, explaining that it was my understanding that I had 90

days in which to pass the shorthand examination. I asked if I had any alternative to signing this paper, and she shook her head no. With great reluctance and angered at such a policy, I signed the paper and seriously considered an immediate resignation.

At the time I was recruited for a position as Clerk-Stenographer at Northern Virginia Community College, I understood that it was imperative that my skills would have to measure up to "Agency" standards in order to qualify for the grade and salary which I was seeking. I had recently completed 30 credits at this Community College and had passed a shorthand test at 90 words per minute, 3 minutes duration with 3 errors and a typing test at 76 words per minute, 5 minutes duration with 5 errors. Both of these tests are higher than required by the Civil Service Commission, and in most cases, higher than is required for most positions in private industry. The Civil Service Commission accepts the College testing as do most private businesses. Since my grades and skills were above normal requirements, it never entered my mind that I would not qualify for a GS-05 which I had held in the past as a Civil Service employee.

Although I was confident that I would pass the CIA 80 word per minute shorthand test when I first took it, I discovered during testing that the examination I was taking had a speed in excess of any 80 word per minute dictation I had ever encountered. I spoke to my college shorthand instructor, as well as the Director of the Department noting that I was shocked at the speed of the CIA shorthand test. It seemed more like 100 words per minute. I was informed that the syllabic content of the examinations given at CIA are greater than the colleges or high schools use and it was therefore necessary to be capable of taking 100 - 120 words per minute before being able to pass this test. To date, I have taken the shorthand examination at Ames Building 5 times without success.

In speaking with other recently hired CIA employees (Typists and Clerk-Stenographers) as well as others who have been working for the Agency

for some time, the stenographic test has been a continuous "bone of contention," with relatively few persons to my knowledge passing it.

Several young persons whom I have met have been hired from areas other than the local Washington D. C. suburbs. Some, just out of high school have arrived in the area expecting a GS-04 rating and salary, only to discover on their first day of employment that they cannot pass the shorthand test and their salary is immediately decreased by approximately \$1,000. With the high cost of living in this area, you can well imagine the consternation of a young person accepting their first job in a strange city, not qualifying financially for living accommodations in the immediate area, needing to purchase a car to get to an out of the way location of CIA and having their salary reduced on their first day of employment. What sort of new employee does this supply the Agency, especially when transportation for this employee has been paid and they are committed to repayment of this fee if they should decide to leave the Agency within the year. You now have an unhappy employee who is locked into a job for a year.

At my Security Indoctrination Briefing, I was told that Agency has a Self Study Center where tapes are available to those who have not passed the stenographic examination. I immediately contacted the Self Study Center. I have brought home a tape labeled 80 words per minute. Upon using this tape, I discovered I could almost write it in long hand. Why??? In checking this tape that is to assist me in passing my shorthand test, the tape marked 80 words per minute is actually 49.7 words per minute; the test which is supposedly 90 words a minute is actually 52.3 words per minute and the test listed as 100 words per minute is actually 74.6 words per minute. Now you no longer have an unhappy employee - you have an ANGRY employee.

My first assignment, fitting well within the realm of the testing situation happened to be

in Security Training. One of my early discoveries was clerk-stenographers calling in to request outside training for improving shorthand skills, training being paid for by the Agency to the same schools and colleges from which the Agency will not accept testing. These schools and colleges are not teaching shorthand with the syllabic content required by the Agency and quite often the student returns to testing to discover she is still unable to pass the CIA shorthand test - in spite of the fact that she may have attended classes during working hours and been paid by the Agency to do so. It can also be further stated that some persons have apparently been attempting to pass this shorthand examination for a year or more simply because progress as a secretary is generally curtailed or slowed down considerably until the employee "qualifies."

SUGGESTIONS: 1. Testing new employees.

- a. Accept a passing grade for shorthand tests (and typing tests) administered by accredited (approved) schools as qualifying for the particular GS grade a person is applying for, or
- b. administer appropriate tests to persons applying for a position prior to conducting background checks and physical examinations.

2. Re-examine present tests and testing procedures.

- a. Present shorthand tests appear to be more difficult than dictation tests administered by schools. If, in fact, the CIA's dictation tests at 80 words per minute are judged by qualified persons to be roughly equivalent to 100 words per minute dictation tests given at approved schools, then such CIA tests should be changed or prospective employees be given ample warning that passing a CIA test will be very difficult for anyone not passing 100 to 120 words per minute tests administered elsewhere. This information should readily be relayed to a prospective employee before he/she is asked to sign a letter that will reduce a grade and salary on EOD day.

- b. more time should also be allotted for transcription.
3. Eliminate salary decreases for new employees.

New employees should be given 90 days in which to pass qualifying examinations, and upon satisfactory completion be advanced to the next GS grade and salary. In essence, if you hire a clerk-stenographer, in lieu of promising her a GS-05 if she can pass the CIA shorthand test, hire her at a GS-04 grade with the possibility of a GS-05 if she can pass the qualifying examination in 90 days. Morale will be much higher. The person being hired will know exactly what salary and grade they can expect with the added advantage of an immediate advancement upon passing a qualifying test. Instead of a decrease in salary, there is a possibility of an immediate increase with less tension and higher morale possibility.

PROJECTED BENEFITS: The adoption of some combination of the preceding recommendations may permit early elimination of those persons not meeting the CIA's technical skill requirements and avoid the following:

1. Background checks - including related delays and expenses.
2. Physical examinations - a considerable savings to CIA.
3. The traumatic experiences of new employees having their salaries reduced considerably immediately upon starting a new job.
4. CIA supported training expenses for employees, saving both tuition costs as well as salary expenses of employees attending class during normal working hours. Quite often, clerk-stenographers are acquiring a skill to pass a test only to return to an office that rarely demands that they take dictation at that speed or any speed.

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM
 UNCLASSIFIED CONFIDENTIAL SECRET
 Approved For Release 2001/05/01 : CIA-RDP81-00142R000400030030-5

OFFICIAL ROUTING SLIP

TO	NAME/AND ADDRESS	DATE	INITIALS
1	[REDACTED]		
2	Director of Personnel 5E 58 Hqs		
3			
4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Att: DDA 78-2609

Remarks:

The attached involves
 OTR as well as OP. Please
 take the responsibility for a
 total reply to DDCI.
 JTB [REDACTED]

STATINTL

FOLD HERE TO RETURN TO SENDER		
FROM: NAME, ADDRESS AND PHONE NO.	DATE	
Deputy Director for Administration 7D 24 Hqs, x5454	5 Jul 78	
UNCLASSIFIED	CONFIDENTIAL	SECRET

FORM NO. 1-67 237 Use previous editions (40)

"The attached involves OTR as well as OP. Please
 take the responsibility for a total reply to DDCI.
 "Thnx. /s/Jack Blake"

DDA:JFBBlake:kmg (5 Jul 78)

Distribution:

- Orig RS - D/Pers w/Orig Att
- 1 - DDA Subj w/cy of Att
- 1 - DDA Chrono
- 1 - JFB Chrono

STATINTL

Att: Memo dtd 29 Jun 78 to DDCI fr [REDACTED]
 subj: Suggestions Relating to Hiring of Clerk

Approved For Release 2001/05/01 : CIA-RDP81-00142R000400030030-5
 Stenographers for General [REDACTED]
 (DDA 78-2609)

Approved For Release 2001/05/01 : CIA-RDP81-00142R000400030030-5

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
SECRET			
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	EO/DDA	3 JUL 1978	<i>[Signature]</i>
2			
3	A/DDA	5 JUL 1978	<i>[Signature]</i>
4	DDA		
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
DDA 28-1924			
Remarks:			
<p>A well written memo to A/DDCI - and I think she makes some good points.</p> <p><i>[Signature]</i></p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Approved For Release 2001/05/01 : CIA-RDP81-00142R000400030030-5			
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SECRET			

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Approved For Release 2001/05/01 : CIA-RDP81-00142R000400030030-5

EXECUTIVE SECRETARIAT

Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	D/DCI/IC				
4	DDS&T				
5	DDI				
6	DDA	✓			
7	DDO				
8	D/DCI/NI				
9	GC				
10	LC				
11	IG				
12	Compt				
13	D/Pers				
14	D/S				
15	DTR				
16	A/DCI/PA				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20					
21					
22					
SUSPENSE		2/17/78 Date			

Remarks:

For review & comment
to the DDCI

STATINTL

Executive Secretary

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